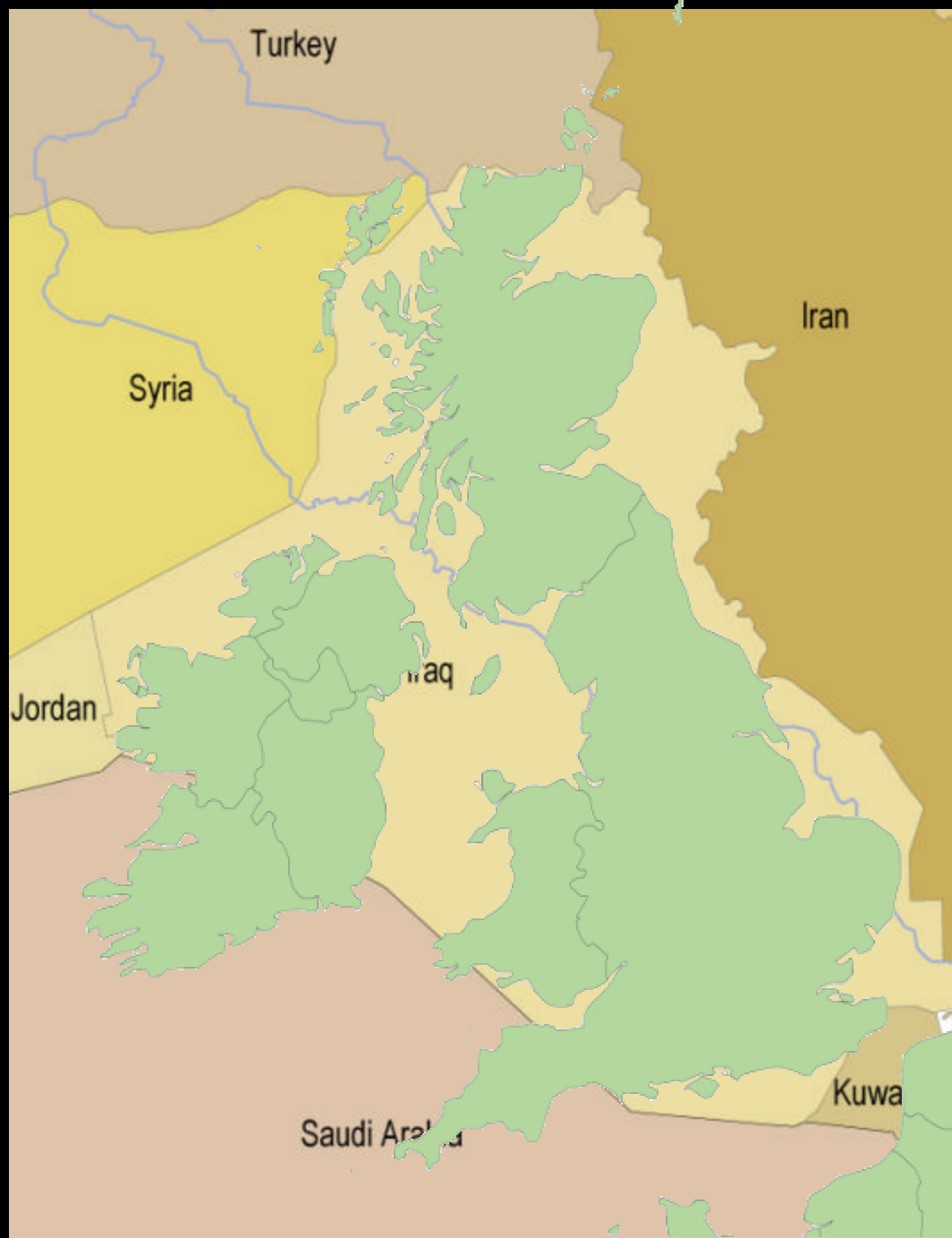


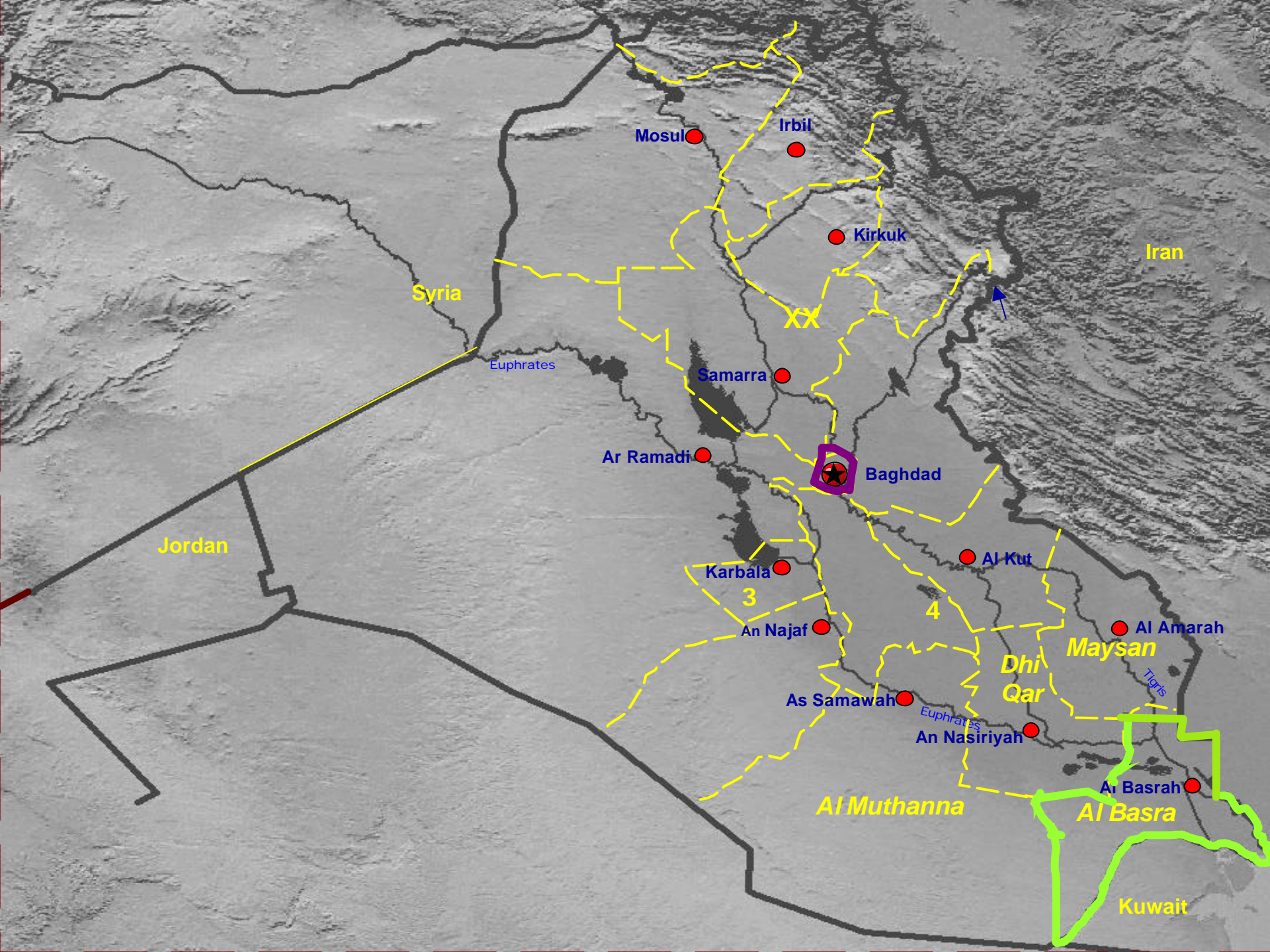
# **JOINT EFFECTS ON OPERATION TELIC**



**Brigadier AR Gregory  
Commander Royal Artillery**

**1st (United Kingdom) Armoured Division**





Syria

Iran

Jordan

Euphrates

Mosul

Irbil

Kirkuk

Samarra

Ar Ramadi

Baghdad

Karbala

Al Kut

An Najaf

As Samawah

An Nasiriyah

Al Amarah

Maysan

Dhi Qar

Al Muthanna

Al Basra

Kuwait

Tigris

3

4



**Planning**

**Command Style**

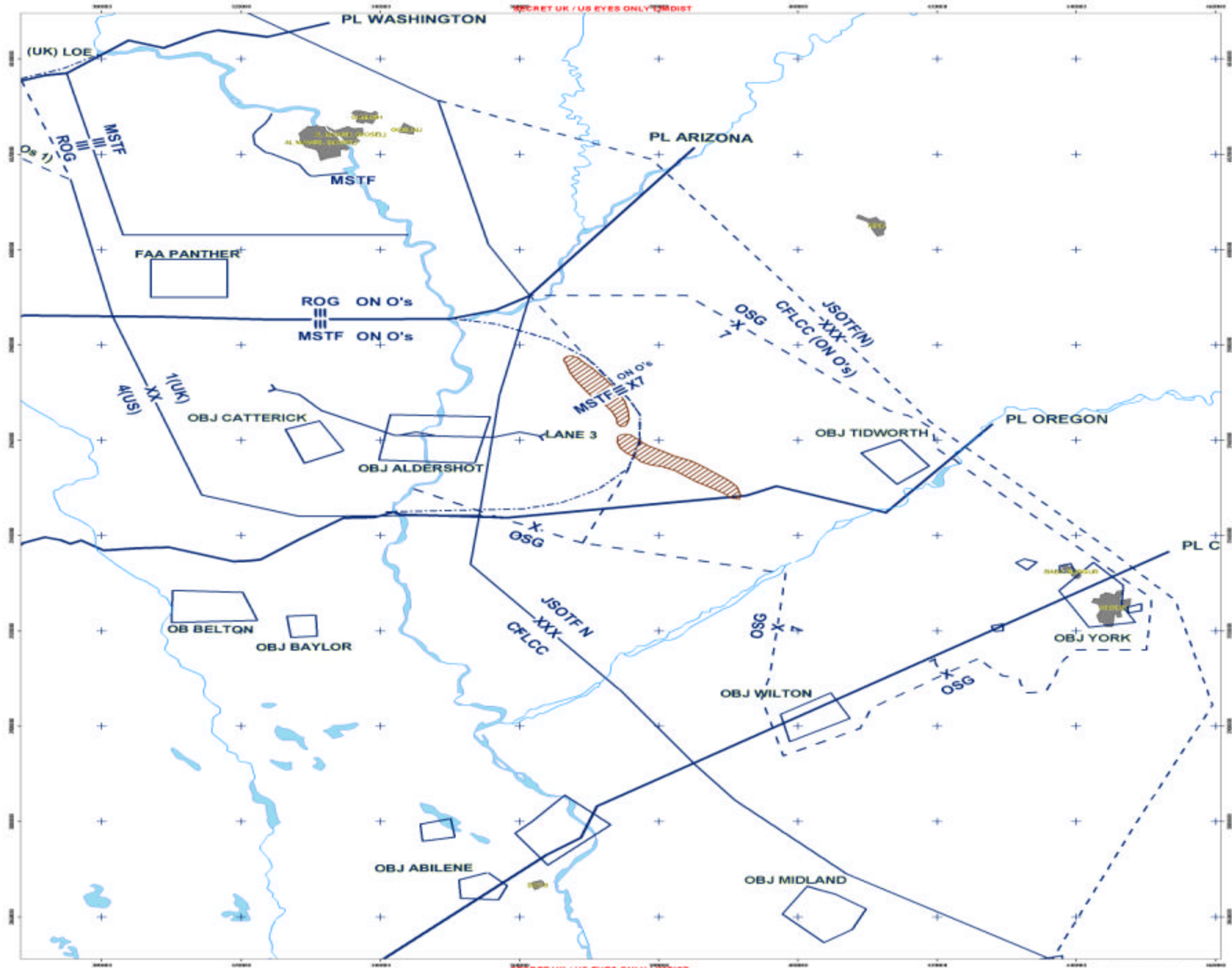
**Headquarters Structure**

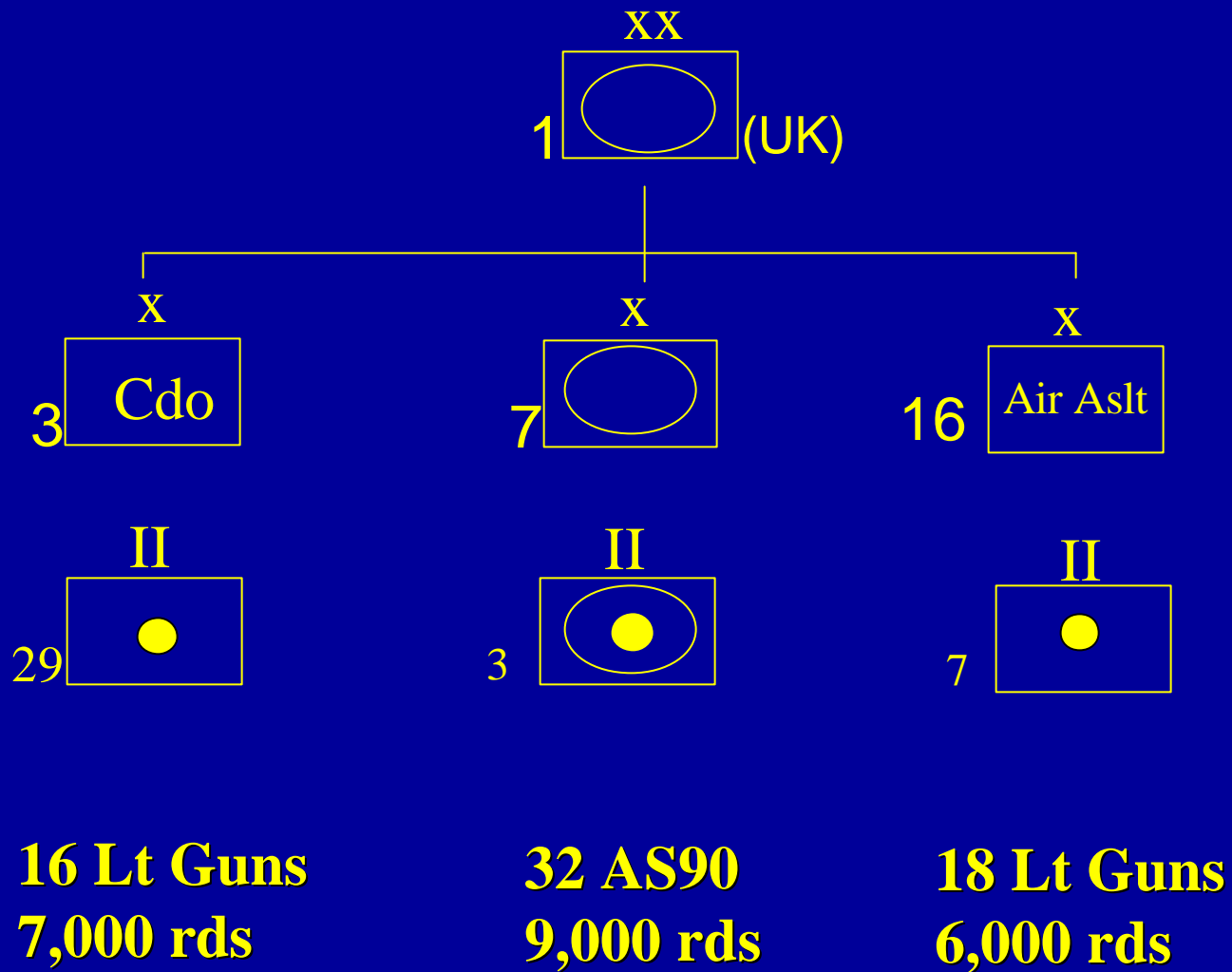
**Joint Fires**

**Interoperability**

**Training**

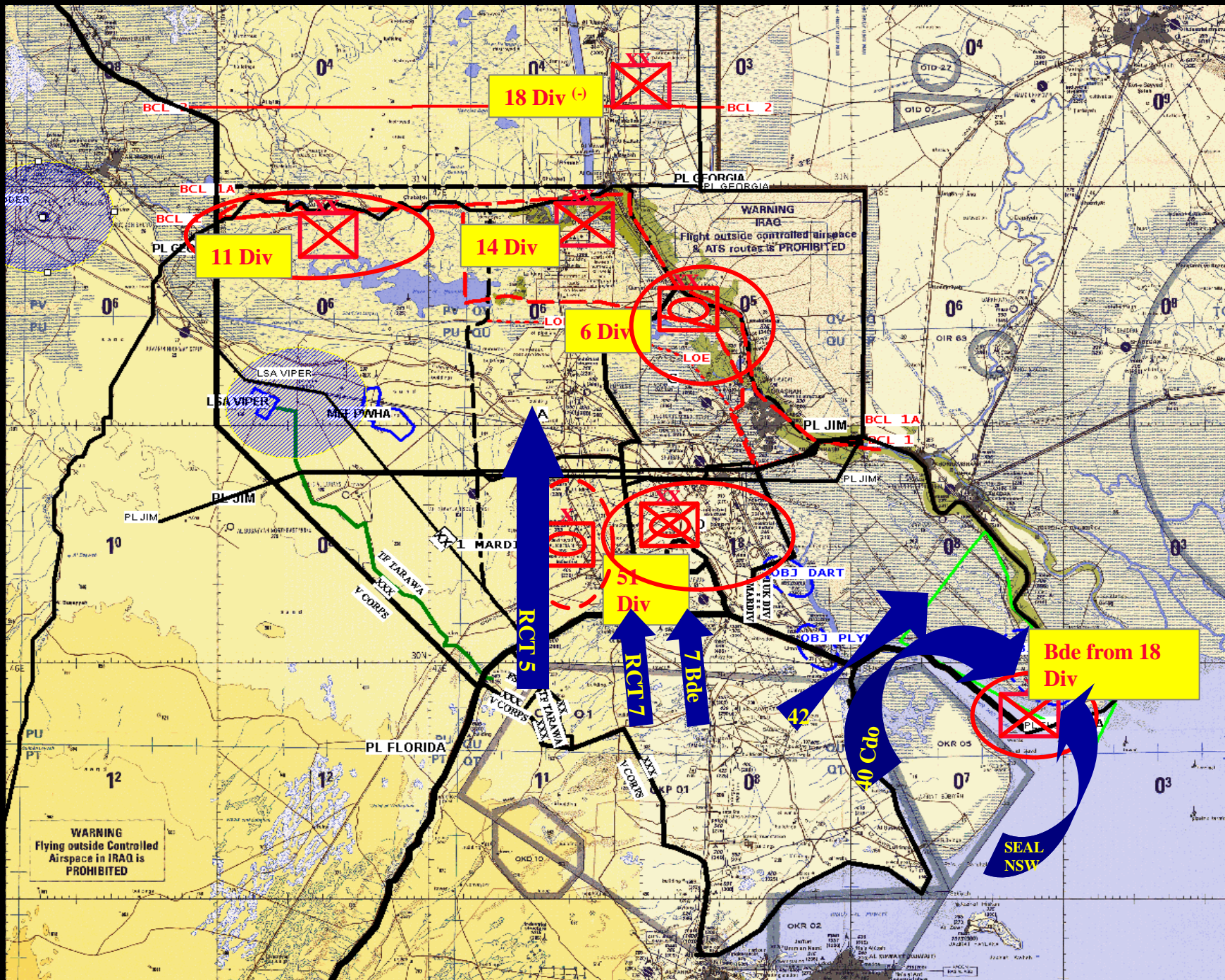
# Planning





*“Planning is an unnatural process,  
I’d much rather be doing something  
else.....The nicest thing about not  
planning is that failure comes as a  
complete surprise rather than being  
preceded by a period of worry and  
depression”*

**John Harvey Jones**



# Command Style



# INTENT

*1. I intend to issue Directives to supplement the various Op Orders that we have, and will continue to issue. The objective is to guide your thinking, planning and preparation. This will allow anticipation, freedom of action and cooperation – to maximise Mission Command in the execution of specific plans.*

*2. Directive One seeks to release the very evident talents of senior Commanders and Staff in preparing the Div for operations in Iraq.*

# Headquarters Structure

# **CRA**

```
graph TD; CRA[CRA] --- HE[Hard Effects]; CRA --- SE[Soft Effects]; CRA --- STA[STA]; HE --- HE_L[Artillery]; HE --- HE_R[Rockets]; HE --- HE_A[Air]; HE --- HE_AV[Aviation]; HE --- HE_EW[EW]; SE --- SE_M[Media]; SE --- SE_IO[Info Ops]; SE --- SE_PO[Psych Ops]; SE --- SE_CIMIC[CIMIC]; SE --- SE_Legal[Legal]; STA --- STA_UAV[UAVs]; STA --- STA_Radars[Radars]; STA --- STA_Sound[Sound Ranging]; STA --- STA_OPs[OPs]; STA --- STA_Recce_SF[Recce, SF];
```

## **Hard Effects**

**Artillery**  
**Rockets**  
**Air**  
**Aviation**  
**EW**

## **Soft Effects**

**Media**  
**Info Ops**  
**Psych Ops**  
**CIMIC**  
**Legal**

## **STA**

**UAVs**  
**Radars**  
**Sound Ranging**  
**OPs**  
**[Recce, SF]**

# JOINT EFFECTS STRUCTURE

CRA

BMRA

## SO1 DEEP

- SO1 Air
- SO1 Avn
- SO2 Tgts
- SO2 Air

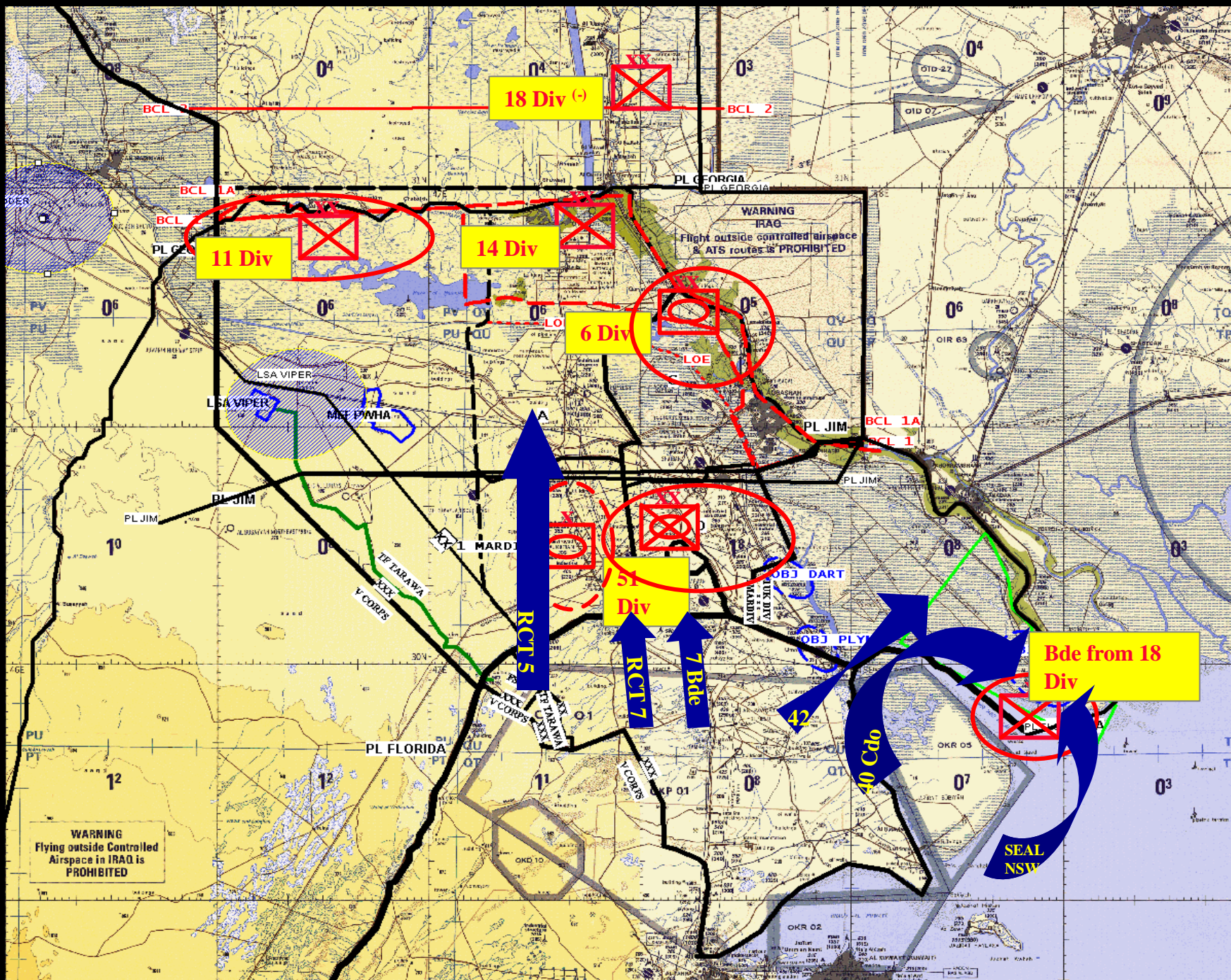
## SO1 Ops Sp

- SO1 Media
- SO1 G5
- SO1 CMOC
- SO1 Legal
- SO2 Info Ops
- SO2 Psy Ops

## SO1 ISTAR

- SO1 ISTAR
- Special Collectors
- Px Tac Gp
- WLR/Asp Tac Gp
- EW Sqn OC

- **Kinetic v Information Operations**





## Information Radio

756 KHZ AM 1800-1200  
693 KHZ AM 1800-2200  
9715 KHZ SW 24 hours a day  
11262 KHZ SW 1800-2300  
100.4 MHZ FM 1800-2300



Nobody benefits from the use  
of weapons of mass destruction.



The coalition is here to put an end  
to the oppression caused by Saddam  
and his regime.



## Information Radio

The Coalition stands with the Iraqi  
people against Saddam. For your  
safety stay in your homes away from  
military targets. The Coalition does not  
target civilians. Listen to Information  
Radio for more information.



**Any unit that chooses to use weapons  
of mass destruction will face swift  
and severe retribution by Coalition  
forces. Unit commanders will be held  
accountable if weapons of mass  
destruction are used.**

**The Coalition wishes no harm to  
the people of Iraq. The Coalition  
is here to end the oppressive  
rule of Saddam and his regime.**



Artillery units have been  
targeted for destruction.

## **FOR YOUR SAFETY**

**Abandon your weapons systems.  
Whether manned or unmanned, these  
weapons systems will be destroyed.**



**ASSIST DOWNED  
COALITION  
PILOTS**

Help them return to  
their families!

**You will be  
REWARDED  
for your hospitality!**

## **If you encounter a Coalition Pilot:**

- \*Treat them properly
- \*Offer them food and water
- \*Give medical assistance
- \*Allow for their safe return
- \*Provide them directions to  
Coalition Forces

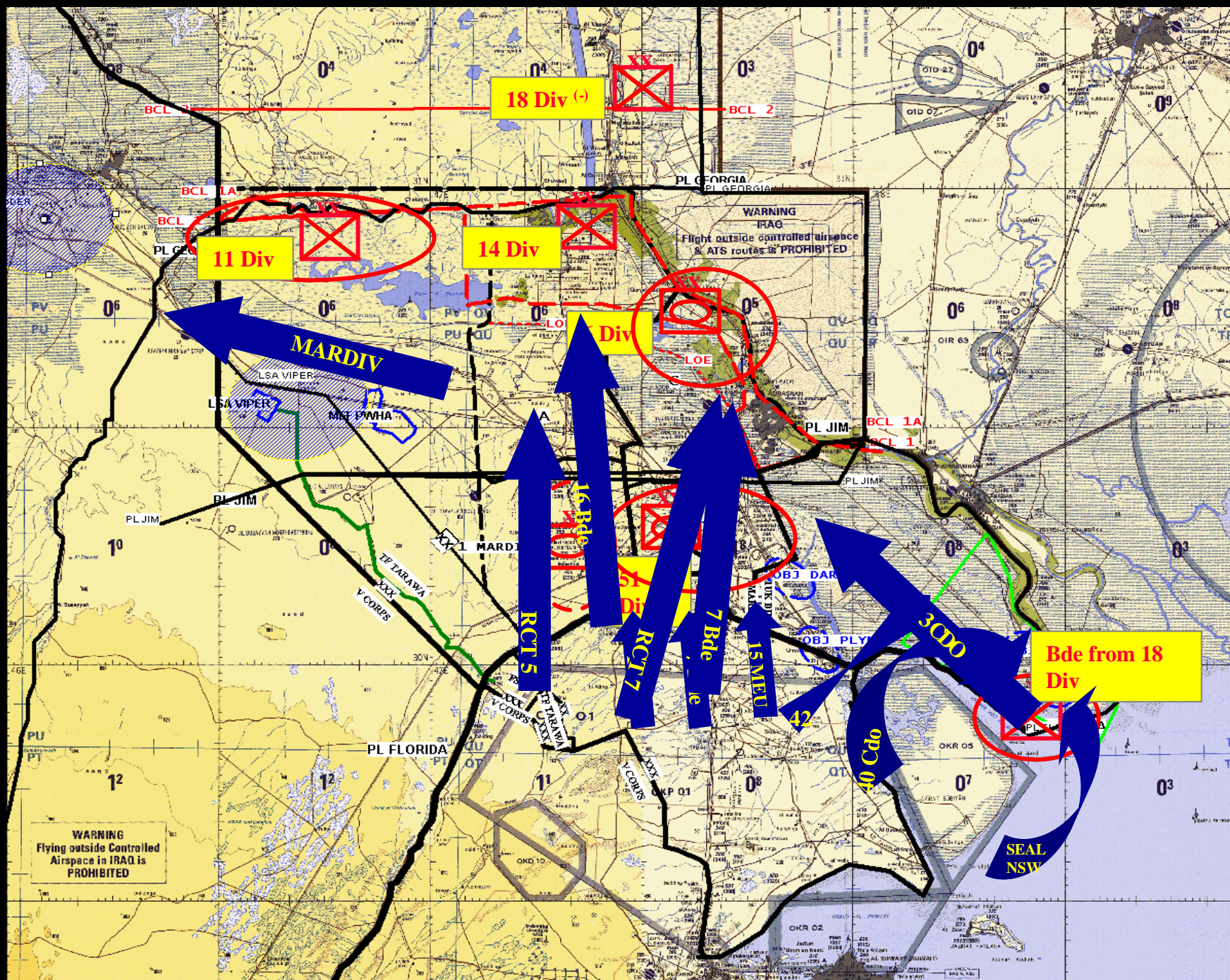
**Coalition Forces  
will REWARD  
your hospitality!**



**Stay home in safety with your families**

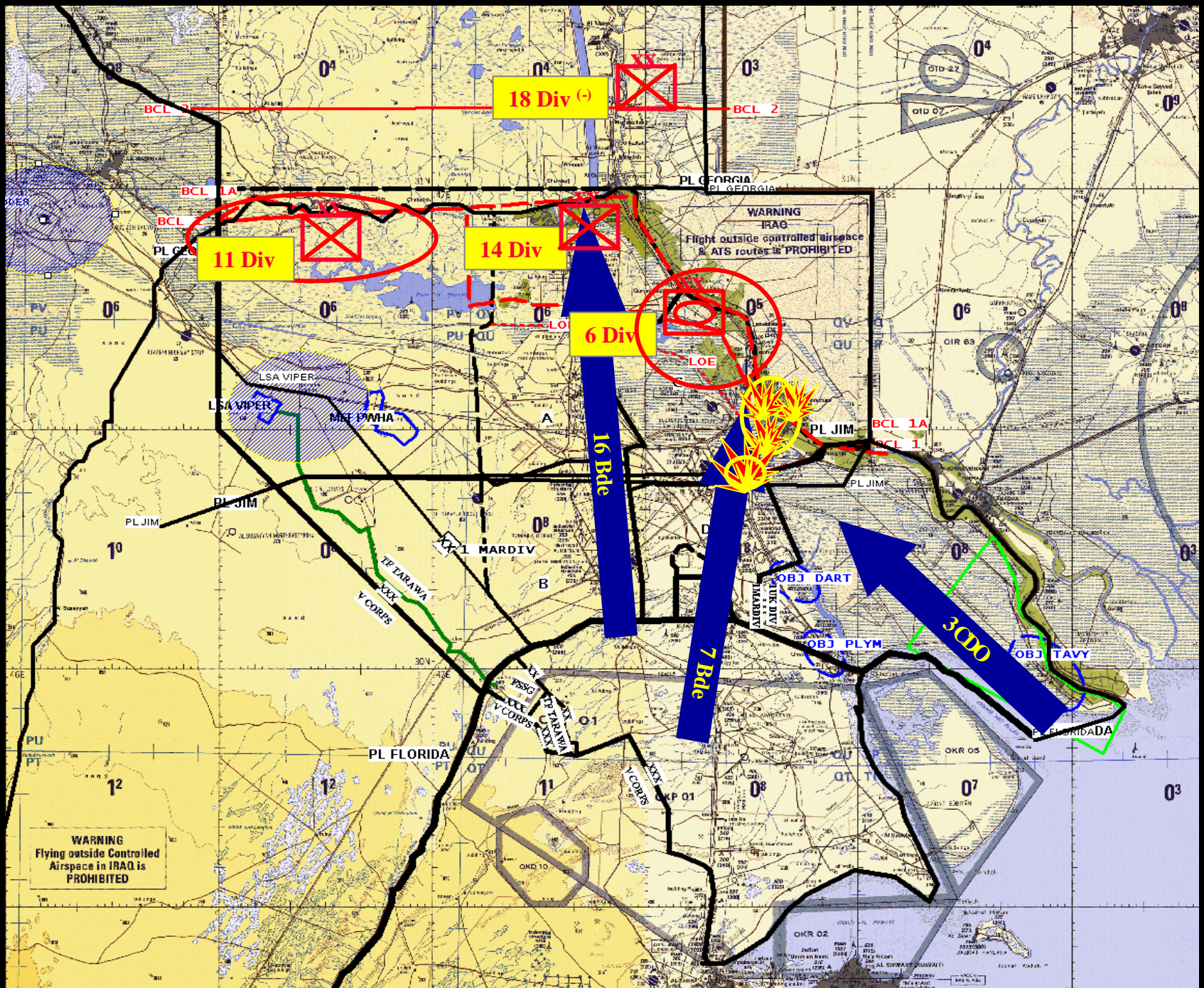
People of Iraq, please remain in the safety of your  
homes. Do not travel to work or drive at night.  
Coalition Aircraft may mistake your car for a military  
vehicle. Please do not attempt to interfere with  
Coalition operations or you will become a target. Do  
not allow your children to play outside. You will be  
given specific instructions when Coalition Forces  
begin to distribute humanitarian aid.

			MEANS									
SER	OBJ	TARGET AUDIENCES (TA) AND TASKS	MEETINGS	PSYOPS	MEDIA	G5	G2	PPP <sup>i</sup>	KINETIC	RMP	BILATS <sup>dj</sup>	MOE
TA 1 CIVPOP AS A WHOLE												
10	C	Create UXO and Mine Awareness	X	X	X	X						
11	C	Promote Cooperation with IOs / NGOs (Infrastructure improvement)	X	X		X					X	
12	C/D/F	Promote Acceptance of and Cooperation with Coalition Forces (inc obeying rule of law)	X	X		X		X			X	
13	C/D	Timely delivery of HA to demonstrate improvement in quality of life		X	X	X						
14	D	Promote Cooperation between social Groupings	X	X		X					X	
15	D	Promote normalisation and return to Civ run Administration, Commerce, Trade, Education and Policing and Medical systems.	X	X		X					X	7 Bde joint ptling with IRAQI police-12 Apr
16	D/E	Encourage IRAQI to establish own means of comms (print and radio)	X	X	X	X						
TA2 SUNNI												
17	B/C	Reassurance not to fear (Shia) uprising as New IRAO will be for all		X	X		X					
18	C	Promote Cooperation between social Groupings		X	X	X						
TA3 SHIA												
19	D	Deter from committing revenge attacks		X	X				X			Minimal evidence so far
20	D	Promote acceptance of moderate Ba’ath Party membership, non-tarnished Sunnis and Cooperation between social Groupings									X	
TA4 SHIA CLERICS												
21	B/D	Encourage to support coalition	X	X	X	X	X	X			X	Public announcement to coop with Coalition
22	B/D	Communicate intent not to interfere with religious traditions/structures		X	X	X					X	
23	D	Promote Cooperation between social Groupings		X	X	X						
TA5 BA’ATH PARTY MODERATES												
24	A	Create splits in Ba’ath party		X			X					
25	B	Create understanding that moderates have a place in new IRAQ		X	X							
26	B/F	Promote Acceptance of and cooperation with Coalition Forces		X	X	X		X		X		
TA6 BA’ATH PARTY HARDLINERS												
27	A	Communicate commitment to hunt down hardliners		X	X					X		
28	E	Deter Sabotage		X						X		
TA7 TRIBAL LEADERS/ CONFEDERATIONS/INTEREST GROUPS												
29	C	Promote credible and capable potential leaders/peoples’ representatives (poss Sheikhs, managers and professionals)	X	X	X	X	X				X	
30	C	Promote Cooperation between social Groupings		X			X	X			X	
31	C	Ensure awareness of message– New IRAO for all	X	X	X	X	X	X			X	
32	C	Encourage to support coalition	X	X	X	X	X	X			X	
TA8 REGULAR ARMY												
33	B	Explain Coalition role in future development (via JMC)	X	X	X						X	
34	C	Promote understanding of future role	X	X	X						X	
TA9 IRREGULAR ARMY												
35	A	Isolate from CIVPOP		X			X					Decreasing influence in AO
36	A	Create division between hard-line and “coerced” elements of IR		X			X					
37	B	Publicize aggressive targeting by Coalition if they pose a threat		X		X		X	X			
38	B	Reduce influence of coercive elements of SCIRI and other interest gps		X	X				X	X		







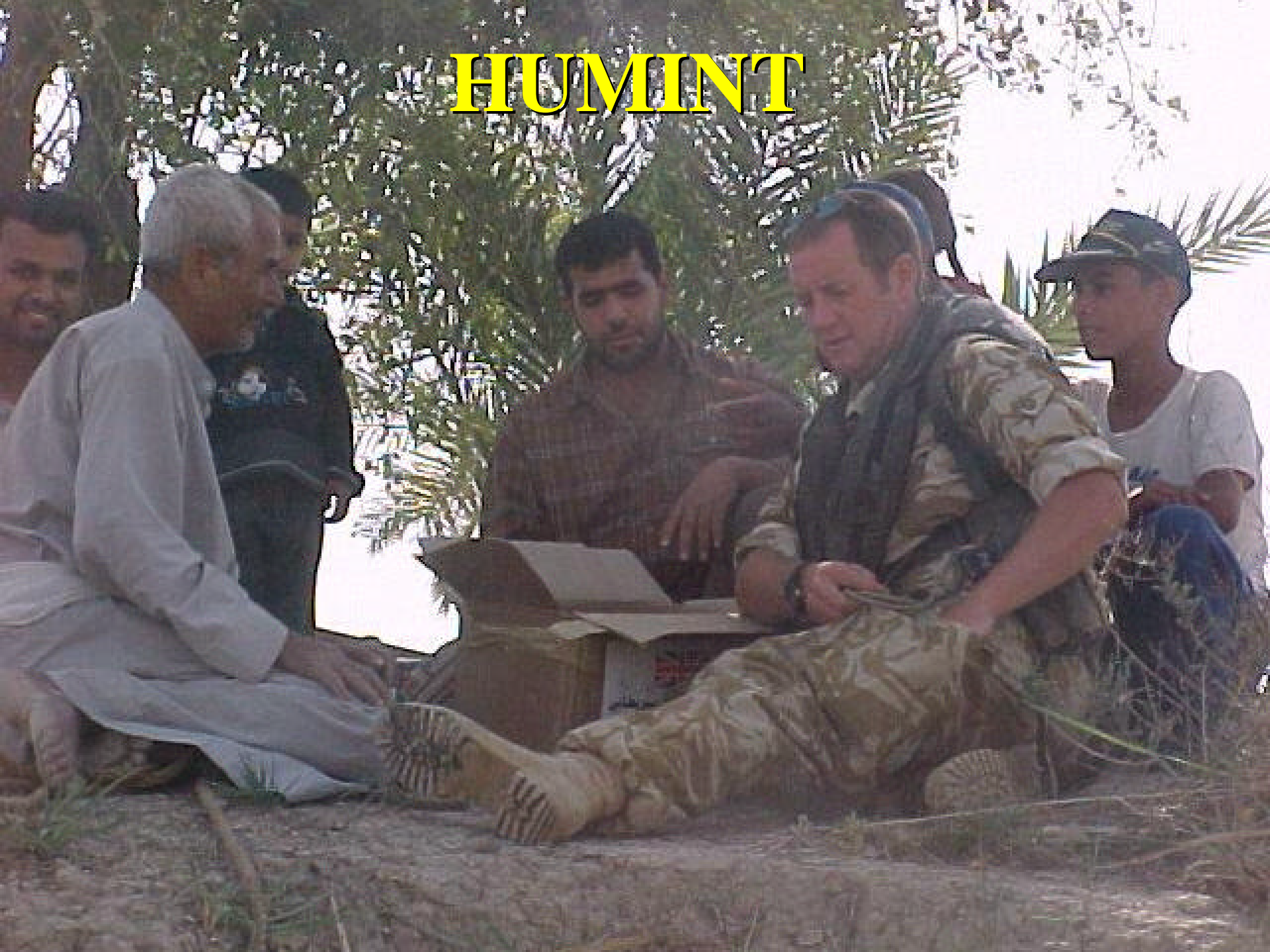


- Kinetic v Information Operations
- **Sensor to Battlemanager linkages**

# HUMINT



# HUMINT



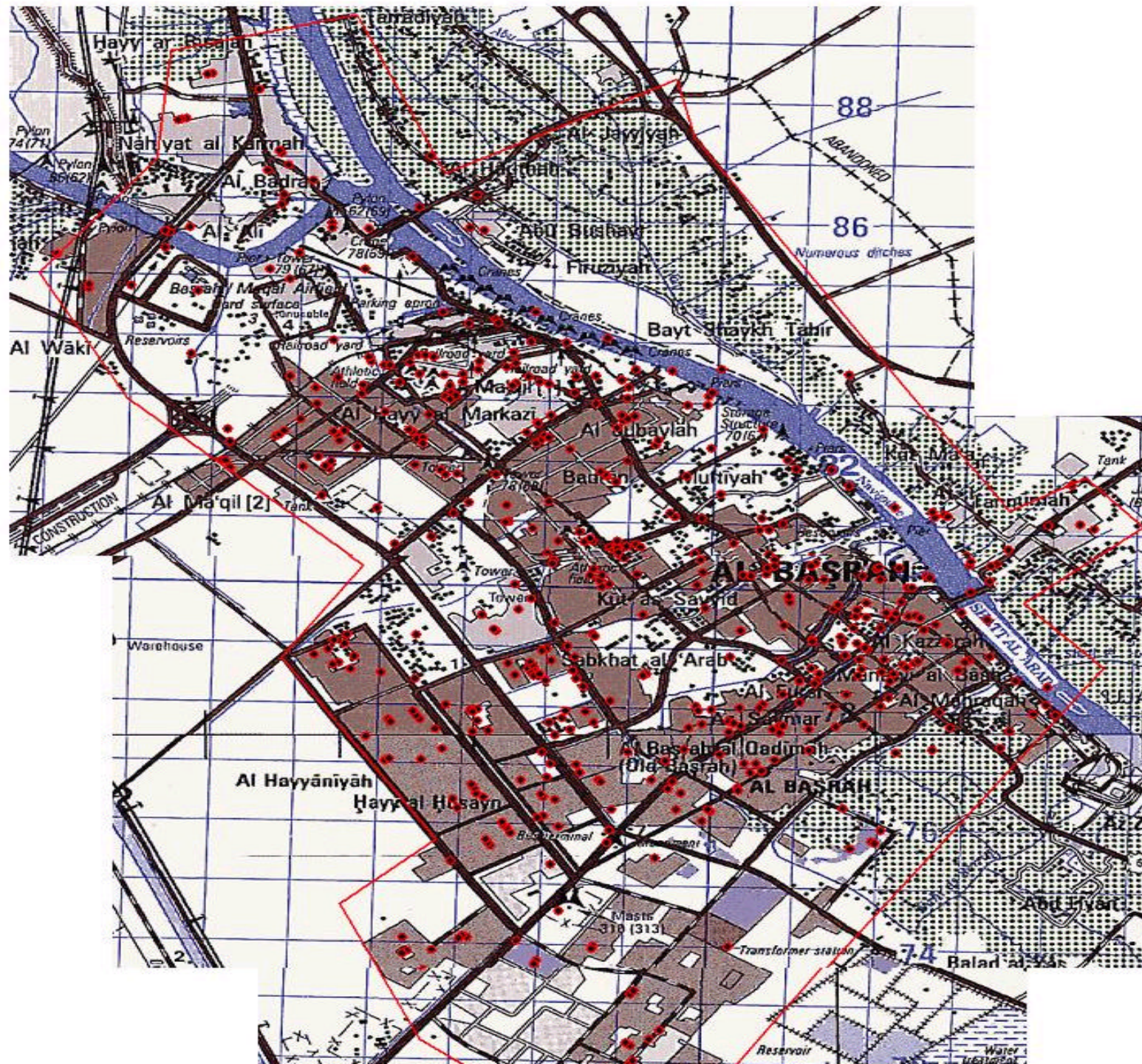
# Radars



# Phoenix



- **Kinetic v Information Operations**
- **Sensor to Battlemanager linkages**
- **Targeting**
  - **Positive Identification**
  - **Military Necessity**
  - **Proportionality**



- Kinetic v Information Operations
- Sensor to Battlemanager linkages
- Targeting
  - Positive Identification
  - Military Necessity
  - Proportionality
- Time Sensitive Targeting

- Kinetic v Information Operations
- Sensor to Battlemanager linkages
- Targeting
  - Positive Identification
  - Military Necessity
  - Proportionality
- Time Sensitive Targeting
- Post Conflict Roles

# Humanitarian Aid



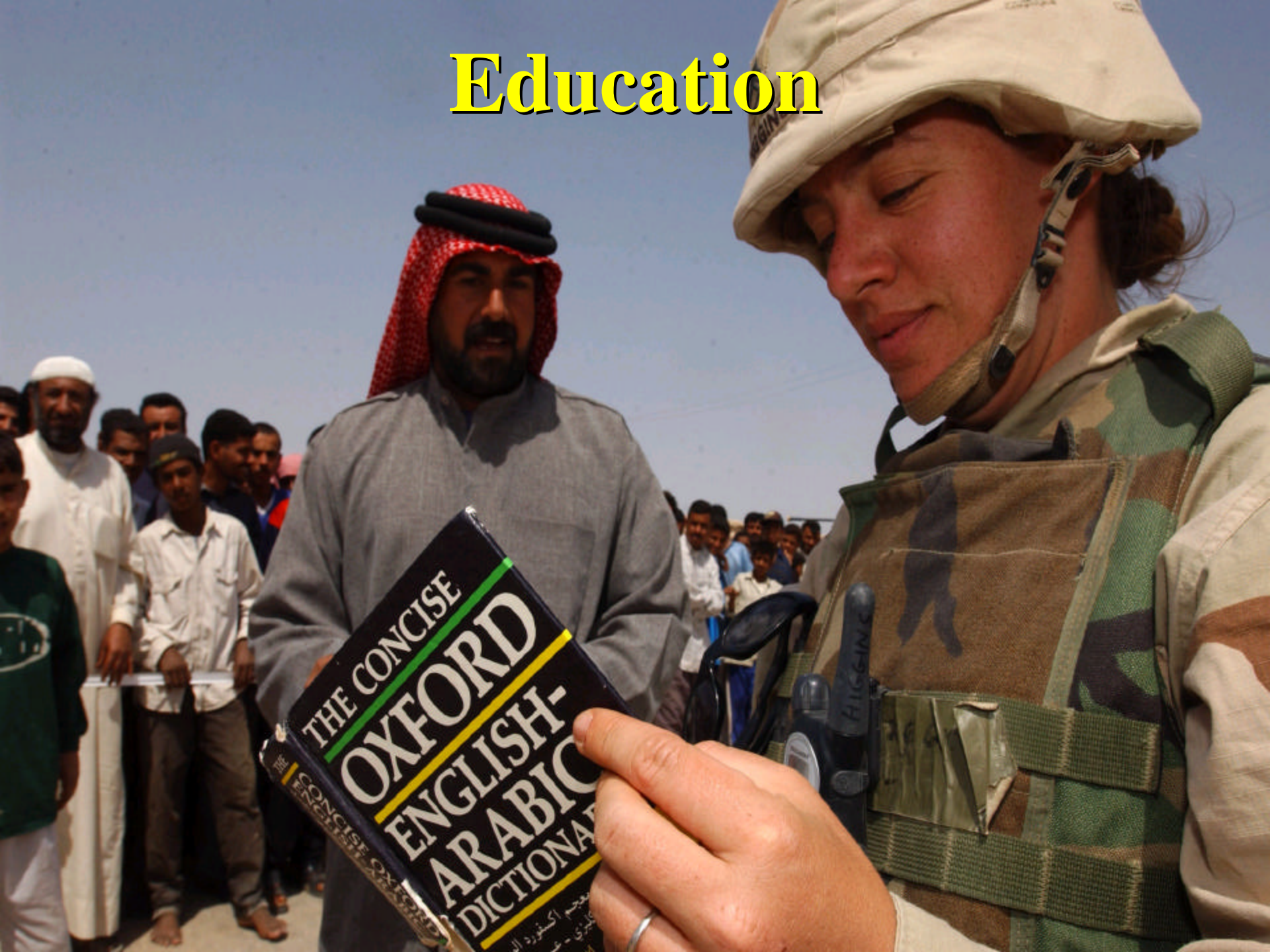
# Paying Locals



# Medic Support



# Education



# Mine & Ammunition Clearance



# Media



# Agriculture



# Joint Fires

# Integration of Air



# JOINT EFFECTS STRUCTURE

CRA

BMRA

## SO1 DEEP

- SO1 Air
- SO1 Avn
- SO2 Tgts
- SO2 Air

## SO1 Ops Sp

- SO1 Media
- SO1 G5
- SO1 CMOC
- SO1 Legal
- SO2 Info Ops
- SO2 Psy Ops

## SO1 ISTAR

- SO1 ISTAR
- Special Collectors
- Px Tac Gp
- WLR/Asp Tac Gp
- EW Sqn OC

## MEF LO

- 2 x SO1s
- 6 x SO2s

## 3 MAW LO

- 2 x SO1s
- 4 x SO2s

- **Integration of the ASE**
- **Role of 3 MAW**
- **ANGLICOs**
- **Flexibility of the ATO cycle**
- **Training and Resourcing within the UK Armed Forces**
- **Role of Army Aviation**

# Mobility versus Protection



# Heavy Capability



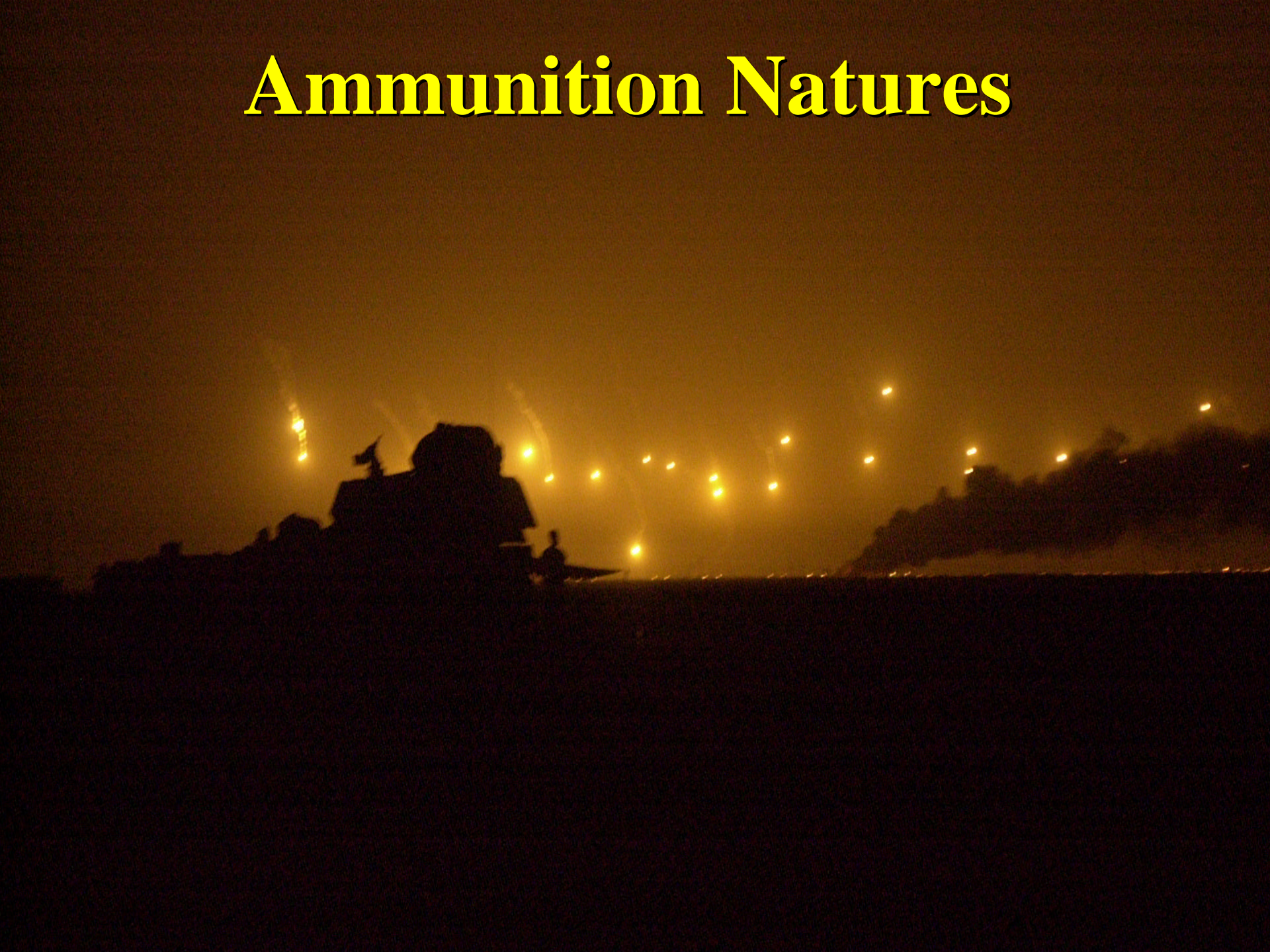
# Lightweight Artillery



# Range & Mobility



# Ammunition Natures



# Interoperability

*“Being an ally is a two-way street.  
When you find someone or  
something odd, reflect with certainty  
that someone finds you and your  
people odd too”*

**GOC Directive No 1**









# Training





# Summary

- **Joint Effects Lead**

- **Hard** - Artillery, Rockets, Air, Aviation, EW
- **Soft** - Media, Info Ops, Psych Ops, CIMIC, Legal
- **STA** - UAVs, Radars, OPs, Sound Ranging, [Recce, SF]

- **Integration of Air**

- **Use of Fires**

- **Interoperability**

- **Training**







# **Areas of Risk**

**MLRS**

**Special OPs**

**Area AD**

**Rear Area Security Battalions**

**POW Handling Organisation**